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## A Sloshing Scramble to Survive

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Published With The New York Times and The Washington Post Y. .


## Shultz <br> Hopeful On Arms


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Greece Criticizes U.S. Over Policy on Turkey

By Nan Cowel











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## By David $K$ Stipler


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## Chernobyl Said to Increase Mistrust of Nuclear Ponver


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WORLD BRIEIS
Israeli Police and Protesters Clash






Lawyer Seeksto Void Abdallativerdiet


 Polisario Front Reports a Victory.


Marcos Aide Reaches Property Accord






Turkey Threatens Attack on Rebels



For the Record
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## Voice of Peronism Again Resonates in Argentina

By Shirleg Christian BUENOS AIRES Ther Suñ Doningo Po











What worries us is that when they begin these belt-tightening measures they will end up adopting recovery policy that helps just 10 million Argentines instead of all 30 million.'



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 Mr. Ubaldini cime out of the relenividy


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WHAT FORCES are behind the recent strong performance of Japanese
securities companies?

Iwasaki: Three sets of developments have given strong impetus to our growth: developments in international capital markets, domestic market, and deregulation and rapid growth of financial markets.
In international capital markets, there has been a strong shift toward securitization. Last year, for example, about 70\% of iransactions-primarily bond transactionsin the Euromarket were securities-related. total trans represented ony about $27 \%$ of securitization is an underlying need to adjust flows of funds between creditor and debtor nations. 'The funding requirements of borrower nations are not likely to subside suddenty. Instead, it has become increasingly clear which niations will be creditors and which will be boriowers. The trend toward securitization is therefore likely to continue for the long term
gational capital markets supporting the growth of our operations is the growing impoitance of institutional investors. In an environment where interestrate and currency risks are greater than before, the role of the professional investar has and will continue o become more important.
Securities are also a more flexible mode of finance when it comes to developing new has' been an importani factor supporting the expanding role of securities transactions in the Euromarket and in other major financial markets:

## WHAT DOMESTIC developments have boosted Nikko's performance?

Iwasaki: One of the most important has been the growth in financial assets in Japan. Research Center (NRC), expansion in financial assets is outstripping growth in real assets. The NRC forecast for 1987 through 1991 is for growth of $5.2 \%$ in real assets. Compare this with forecast growth of $8.6 \%$ for financial assets and you can see why growth im the financial services maustry is ikely to contimue at a strong pace. The of a "goods" economy and more of a "money" economy.
Along with this, we have seen a significant increase in sensitivity to interest rates and profitability of investments among individuals. Although securities still account for only about $20 \%$ of personal financial assets, we vestments in the years to come. This trend will move in parallel with the growth in securities markets. For example, the volume of japanese government bonds outstanding now is about $\$ 916$, billion, but in five years, this will rise to $\$ 1,300$ billion. Another very significant development will be the removal of lion in savings beginning in October 1987.

This will lead to some important shifts in the
This will lead to some important shifts in the tunities for securities companies. Reflecting the size of financial japan, which now total more than $¥ 600$ trillion, or about $\$ 4$ trillion, Japan has also emerged as the world's leading creditor nation. At the end of calendar 1986, Japan's net $\$ 200$ billion. By 1991, we believe this total will rise to $\$ 500$ billion. At present, about 80\% of the increment to net external assets $s$ accounted for by securities investments. With this momentum behind it and with continuing deregulation, the Tokyo market is expected to move out in front as one of the and capital markets. Surveys of experts indicate the consensus view is that Tokyo will rise to a position of importance equivalent to London in the near future and, thereafter, reach the same level of importance as New York, essentially propelled by the growth in domestic financial assets and by the growing volume of international transactions.


## Takuya Iwasaki

Bom in 1928, Takuya Iwasaki joined Nikko Securities in 1954. After having held various operational posts in the trading, underwnt
ing, and other divisions of Nikko, he was appointed president of the firm on December
19, 1986.

## WHAT ROLE has expansion in the market itself played in stimulating growth in pour operations? in your operations?

Iwasaki: A big role indeed. The size of transactions volume in the Tokyo market has expanded dramatically along with such developments as deregulation, increased participation of institutional investors, and fluctuations in interest rates and foreign currency valuations. All of these developments have prompted investors to move their portfolios nese banks especially continue to step up their activities in the market, transactions volume will continue to expand.
Nikko is very well positioned to participate in this growth. For example, in our fiscal year ended September 30, 1986, we increased our commissions rose $42 \%$, seting a new record The value of our bond transactions rose 116\% for the year and revenues grew 38\%. We made substantial gains in convertible bond trans actions, in bond futures trading, and in the
sale of investment trusts to individuals and institutional investors. In addition, we achieved excellent results in the development example wica of new systems, including, for lapanese Equity Risk Model in our Index Japanese Equity Risk Model in our Ind In short, it was index Fund.
In short, it was an excellent year for us. net income rose $75 \%$, to $¥ 82.8$ billion, each of which is the highest level in Nikko's history. Reflecting the excellent prospects for growth in our operations, the total stock mar et valuation of Nikko shares was approximately $\$ 13.1$ billion as of the end of 1986 over $268 \%$ higher than a year before

## WHAT EFFECTS will increased competicion from domestic and foreign operations?

Fwasaki: As in any growing market, we expec competition to increase. Right now, 36 for eign securities companies have securities uumber to rise to 50 before this year is out. Since some of these operations are branche of subsidiaries of foreign commercial or universal banks, we expect lapanese banks will also begin to argue more strongly for permission to set up securities operations in Tokyo. We expect that the number of our ompetitors will grow and that competition Oill become tougher in tbe years to come mind are further deregulation measures, sucb as the problem of the fixed commission structure and introduction of a shelf registra tion system.
These developments, along with the sheer growth of the Tokyo market, form the back drop for our continuing expansion. As japan comes an increasingly important exporte center the opportunities will multiply very rapidly. The most important success factors will include having the right strategies and the right set of capabilities to meet the needs of the market as they emerge.
More than ever, we have to stress closeness the markets we deal in Closeness evenues and profits will no longer depend on revenues and profits will no longer depend on done in the past but will depend much more on being in touch with the needs of the market and on being able to respond to those needs. Being market-minded, 1 believe, is a key point we must stress in the years ahead

## WHAT STRATEGIES will Nikko

 pursue to achorientation?

Iwasaki: Our ultimate goal, as Japan becomes an increasingly important financial center, is to become a full-service, global financial in-
stinution. To accomplish this, I tbink Nikko stitution. To accomplish this, I tbink Nikko must become more active in developing apWe cannot afford to maintain a passive ap proach; we have to move into a more active mode.
I have summarized this in the phrase

Zoshitsu Keiei. The main theme of fapanese companies after the oil crises was what we call genryo keiei-that is, managing to liminate waste in all phases of our operations. I think we need a shift in emphasis operations.
Zoshitsu Keiei means, specifically, managing to upgrade the quality of our personnel financial position and resources.
People, as anyone in the securities industry knows, are our most important resource. 1 think Nikko certainly has a highly trained and capable staff. But l think we need to emphasize Zoshitsu Keiei through increased test the limits of their abilities by giving them increased responsibility. Unless younger people are given the opportunity to try, they will not make either the right decisions or the mistakes that we all learn from. I have forbidden our branch managers to complain about some young people not being selfstarters. Instead, I bave told them to give these younger people more responsibilities.
To do this, we have implemented cbanges in operating procedures by having both directors and managers do more to encourage initiative among all levels of staff, thereby realizing our full potential as a company through a fundamental change in the way our professionals approach their work.
Another key aspect of personinel development is evaluation. We are conducting a full review of our compensation and evaluation propriate for attracting and keeping the best talent.

## HOW ABOUT <br> the development <br> of competitive financial products and

 services? How will Nikko keep ahead inthis area?

Iwasaki: Personnel resources are a key factor here also. But development of financial client needs will require that stay ahead of to the market. That is whar 1 mean by being market-minded. Nikko's financial products and services are a crystallization of its knowhow and expertise. Investment trust products and swaps are cases in point. But 1 don't think products that meet client needs can come inspiration, thinking, and waiting for divine with the market constantly soinding out the needs of our clients. When we know what the market requires, we can develop the proper services. ldeally, we should know our clients service market so well that we selves are unware of
We must also continue to work to improve our capital base and overall financial position. This is because profitability is now essential to generate the confients. Given before us and the potential of our resources, I believe we at Nikko have the opportunity of a lifetime to be a leader in the financial industry in Japan and internationally.

# NIKKO 

AMERICANTOPICS
The Changing Face Of Catholic Schools












 Short Takes

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## Regan＇s Departure May Alter White House Economic Goals <br> 

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## A Surprise at Supreme Court <br> Conservatives FearScalia May Be Joining＇Wrong Crowd＇



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## Edward Zorinsky Dies； Senator From Nebraska








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## Open Spaces, Other Features of Ship's Design Questioned

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## SURVIVE: The Rescued Recall a Scramble for Life




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ing down.

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## FERRY: Water Entered Bow

 Prime Minister Margaret Thatcher of Britain hugging Lisisa
Fisher, 4 , at a hospital in Blankenberge, Belgium. Lisa and
 For Worried Relatives, A Bitterly Long and Tense Wait for News


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## A New Role for Italy?



## Other Comment

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OPINION
Look for a Treaty Before Summer's End




Recasting The Rivalry

## In Europe



Israelis Are Endangering the Israeli-U.S. Alliance


Pollard Was Israel's Responsibility and Still Is



LETTERTOTHE EDITOR
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Hot Debate Flares in Poland Over Charges of Anti-Semitism During World War II



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SHULTZ: Hopeful on Arms Talls


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and ourselves thus we must purity ourselves hy
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the soil and ourselves shall remain branded.' The strongest rebuntal sofar has come from
Whadyslaw Sila-Nowicki, 74, a lawyer who took
 meansist punderground acciviius. He was once a
adviser to the Solidarity free trade union.
In his response, printed in te Catholic weekgando aimod not at the govenment but at the
Of the war, he wrote" "What could we do?
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are hadd To sfiet enormuous loses and doom
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## In Nigeria, an Economic Recovery Fueled by Pride



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SWAPO Leader Assails U.S. Plan For Base in Zaire
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# What do these international companies know about Dubai that you don't? 

They know that Dubai's Jebel Ali Free Zone has introduced exciting trade freedoms trading and industrial bases easier in the Middle East
Just look at these benefits-unique to Jebel Ali. - $100 \%$ foreign ownership. - Unlimited transfer of profit and capital. - No corporate taxes for a minimum of 15 years.

No personal income taxes.
No import duties/export taxes
They also know that with superb facilities including an extensive infrastructure, state-of-
the-art communications, accommodation, hotels, hospitals, security and every moden amenity, Jebel Ali is a unique opportunity for

 Jobel Iil Free Zone Authority




## A Jardine Fund Manager＇s Ebullient View <br> The risks in each case are different locali initexty

UP OVER 40 PER CENT IN LAST THREE MONTHS．
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The Royal Bank of Canada offers a range of Offshore Funds to meet
the needs of the intemational investor．These Funds are managed and
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largest retail banks．
RBC NORTH AMERICAN FUND：UP 1190\％＊SINCE LAUNCH！UP 12．5\％ THIS YEAR！Invested in North American equity markets．
RBC INTERNATIONAL CAPTAL FUND：UP $350 \%$＊SINCF LAUNCHI UP 11．6\％THIS YEARI Maximum capital growth from international investment RBC FAR EAST AND PACIFC FUND：UP 154\％＊SINCE LAUNCHI UP $13 \%$
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$\overline{\text { RBC CANADIAN FUND：UP } 52.9 \% * \text { SINCF LAUNCH！UP } 14.9 \% \text { THIS YEARI }}$ One of the few offthore funds that offers large and small investors an RBC INTERNATONAL CURRENGES FUND，MANAGED SYARE CLASS：UP $71.2 \%$ SINCE LAUNCHH Investment in a managed portfolio of currencies
or in six separate curren or in six separate currency share dasses．＊including reimvested dimidencts
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NAME ADDRES
 Managers Limited Tel：（0481） 23021 Telex： 4191527

Alan Smith＇s portfolio is built around a core of property companies．




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Alan Smith：On a risk－reward basis， ＇Hong Kong is an excellent investment．＇
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## Hong Kong＇s Allure for International Investors

## The World turns to American Eagle Gold Coins．

 an historic moment．The United thereby giving American Eagles States Mint introduced the American Eagles and the world turned to American Gold Coins．

The demand for American Eagles has been tremendous，reflecting the strong desire among worldwide investors to own Gold．

Gold，made even more precious because it embodies the full strength，stability， and dependability of the U．S．Government．

Made from gold bullion bars，the American Eagle One Ounce Gold Coin con tains one ounce of pure gold．

To accommodate investors＇individual requirements，American Eagle Gold Coins are also available in $1 / 2,1 / 4$ and $1 / 10$ ounce sizes．

American Eagles are legal tender and their weight，content and purity are guaranteed by the

For investors interested in adding silver to their portfolios，there is an American Eagle Silver Bullion One Ounce Coin．

All American Eagles are available at participating banks and brokers，and coin and precious metals dealers．

Because of the demand，there may be a temporary delay in some areas but the United States Mint＇s production facilities are working diligently to ensure an unlimited supply be made available on a continuing basis．

The cost of American Eagles is based on the daily price of gold or silver，plus a premium，and will fluctuate accordingly．

Beautiful，valuable，desirable． The American Eagles．

## （Contimed from Page 9） ment（Asia）Led＂They are well aware that  Exchange officials and others in the investment community are hoping s．ich develoments are harbingers of thinge to Hang Kons of prings ses come As As Hexion China in 1997，they say，the siock market should become 2 m moigor source of fumds for CCinese enter－ <br> ＇Should Hong Kong be trading at 15 times earnings when Tokyo is at 50 and Singapore at 30？

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## INIERNATIONAL

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Page 12
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## Market Scoreboard



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| London Stock Exchange: <br> Compited by Morgan Stanley Capital International. Prices in pence. |  |  |  |  |  |
| Wellcome <br> Assoc. British Ports Hillsdown Holdings Amersham im Dixons Group Glaxo Holdings United Scientfic Niorcros British Printing | 80 29 28 26 25 25 24 24 23 23 | $\begin{array}{r} 478 \\ 495 \\ 485 \\ 286 \\ 645 \\ 385 \\ 238 \\ 1.598 \\ \hline 230 \\ 327 \\ 335 \end{array}$ | Tricentrol Ultramar Britoil Northem Engineering Morgan Grenfel Hill Samuel Allied Irish Bank Harrisons \& Crosfield Witlis Faber | $\begin{gathered} 14 \\ 14 \\ 10 \\ 8 \\ 8 \\ 7 \\ 7 \\ 6 \\ 6 \\ 6 \end{gathered}$ | 78 <br> 188 <br> 174 <br> 79 <br> 391 <br> 481 <br> 240 <br> 471 <br> 495 <br> 495 <br> 439 |

## Tokyo Stock Exchenge:

| Kobe Stael | 55 | 298 | Nintendo | 23 | 9.570 |
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| Alimoto | 51 | 3,000 | Nippon Shinpan | 18 | 1.020 |
| Sumitomo Chamical | - 38 | 1.830 | Mirsuboshi Orient Finance | 17 | 1.010 |
| Mitsui Shipbullding | 37 | 230 | Secom | 15 | 7.300 |
| Japan Line | 36 | 128 | Daiwa Bank | 14 | 1.630 |
| orympus Optical | 38 | 1,380 | Furukwa Electic | 14 | 469 |
| Nagoy Rairoac Japan Air unes | -28 |  | Bank Yokohama | -14 | 1,720 |
| Stowa Denko | 26 | 16,540 | Oriant Leasing | 14 | 3,460. |

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Play the Famous Canadian Lottery - Lotto 6/49 -


## Junk Bonds Make a Comeback

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## EUROBOMDS

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te formula was well-recived and vhe ainoumt. of the issuc acceased from the 100 million Australian dollars initially anemarkably firm -a discount of only \% point - and shipped

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 See Eurobonds, Page is
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## Quakes Jolt Ecuador Into an Economic Crisis

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## U.S. Protests Canada's Duty on Corn

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's yours with our compliments.

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OPEC Chairman Expects Quota Remain Same OPEC a presidenun sanu Lukman, Suonday
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## Market-Minded Investment Strategies Nikko Securities Announces Expansion of Its European Network <br> New Representative Offices in Milan and Madrid

Our new representative offices in Milan and Madrid will initiate operations on March 9, 1987 to provide added services to international clients. With the opening of representative offices in these two cities, Nikko's international network rises to a total of 21 locations.
While our association with clients in Milan and Madrid already has a considerable history behind it, the opening of our new representative offices marks a new chapter in our commitment to better serving clients in these importan markets.
The expansion of our network brings Nikko's expertise and resources even closer to clients. Few others can march our broad-ranging capabilities in research for example, and our market-minded perspective has made us one of the leading capital market traders and investment banks worldwide.
We are continuing to build an around-the-clock trading capability with seats on the Iokyo, London, New York, and other major securities and futures ex around the world, our new locations in Milan and Madric will play an increas ingly important role in providing responsive international services.

## NIKKO

Nikko Securities<br>Milan Representative Office: Chief Representatives-Kazue Mayuzumi, Yoshiaki Ezura Via Conservatorio 22-20122, Milan, Italy Tel: 02-7291 Telex: 33.3840 Madrid Representative Office: Chief Representative-Yuichi Takabatake Paseo de la Castellana, 31, Madrid, Spain<br>TOKYO LONDON ZUUICH CENEVA FRANKFURT LUXEMBOURG PARIS COPENHAGEN BAHRAIN HONG KONG SINGAPORE SYDNEY SEOUL BETING QINGDAO

* Seize the world
Page 1o INTERNATIONAL HERALD TRIBUNE, MONDAY, MARCH 9, 1987 NASDAQNational Market







## Investments in Germany

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If your investment strategy includes multimarket diversification of
La⿱ssrets, West Germany should rank high on your list of priorities, An
increasing number of cross-border ivestons-boch instutional and 
importance.
A nd more and more investors are benefiting frant the sound advice and
A imvestment skills of Bayeriscce Hypotheken- mad Wecbsel-Bank,
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takes pleasure in announcing
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## at

Schützengasse 25

## 8001 Zürich

on 9th March, 1987.
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Telex: 814462 (KOSE CH)
Telefax: (01) 2212353
Managing Director: Narutsune Kano
KOKUSAI SECURITIES CO., LTD.

## TOKYO, JAPAN

Telephone: (03) 348-7211 Telex: J24172 (KOKUSAI J)

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## SPORTS BRIEFS



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## Ailing Huston Keeps Filming

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## LANGUAGE

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